

**Liberty Mutual Insurance**  
**April 19, 2019**  
**ASSE Technical Safety Presentation**

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*Integrating Behavioral Principles into Safety*  
*“The Power of Positive Feedback”*  
*It's Your Responsibility*

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# Just Saying...



Utah 102 Oklahoma City 95



## Business 101...

“You don’t lead by hitting people over the head—that’s assault, not leadership.”

— *Dwight Eisenhower*

*Former President of the  
United States of America*

# Behavior Safety Focus



- Traditional Safety mainly focuses on:
  - Physical Environment and Capability systems
  - Physical system and processes
  - Guarding, Egress, PPE, etc...
- Behavior Safety mainly focuses on:
  - Motivation systems
  - Choice and ABCs of Human Behavior
  - Primarily focusing on delivery of reinforcing consequences/feedback when specific safe behaviors are observed

# Consequence Strength Factors



## Promptness - Immediacy

- The more closely the consequence follows the behavior, the more likely it will influence repetition

## Probability - Certainty

- The more likely the consequence, the more likely it will influence repetition

## Pertinence - Perceived Value

- The more important the consequence is perceived to be, the more likely it will influence repetition

*Apply equally to reinforcement and punishment*

# Feedback

(the most powerful consequence of performance)



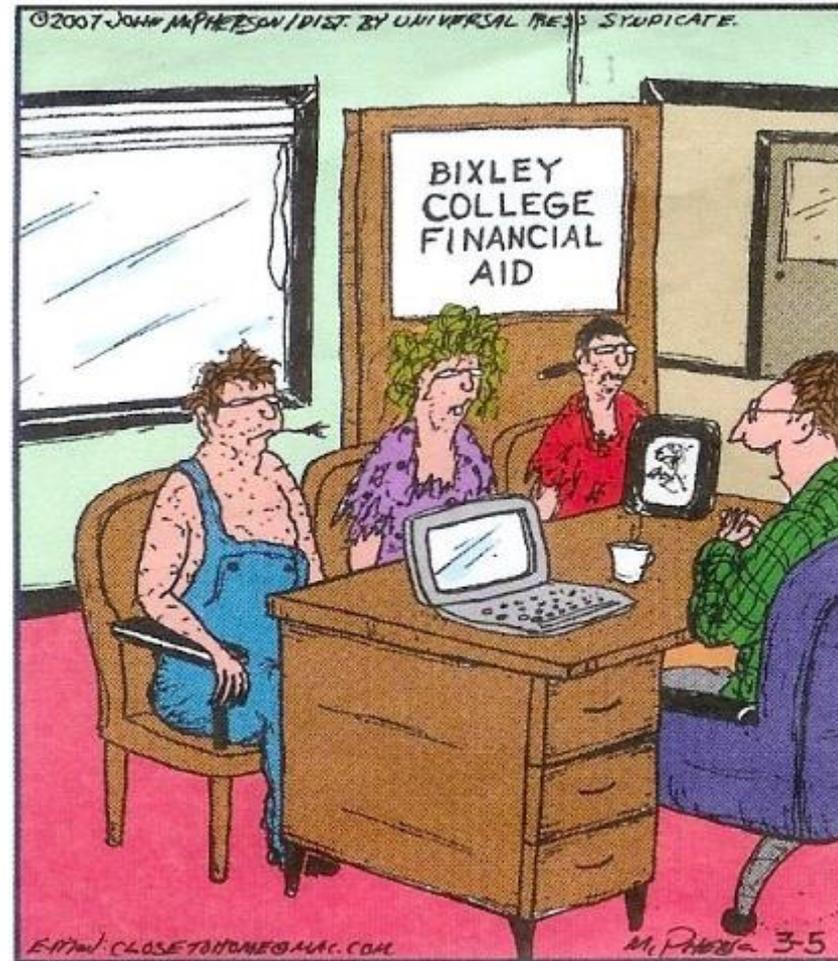
- Not the same as annual appraisal (**frequent**)
- **Positive feedback is best!**
- Feedback must be **relevant** and reinforce the desired behavior



"Stop being so fat, Dolly."

# Establish Credibility

- Create an environment of trust
- Be yourself / authentic
- **Spend time w/your team**
- Keep promises, respond quickly (to e-mails, requests)
- Know their job
- Don't exhibit favoritism



"Nice try with the scraggly outfits. However, I saw you pull up in the 2007 Mercedes CL 550."

# Feedback is Personal

- **Know your team!**
- Be aware of technology's limits - don't replace face-to-face communication
- Motivation
- Communication
  - Maintain good eye contact
  - **Sincerity/Authenticity**
  - Maintain level tone of voice
  - Body language matters



"I appreciate the fact that you're a computer whiz, Allan, but I'd prefer that you actually laugh out loud at my jokes."

# He Said... She Said...

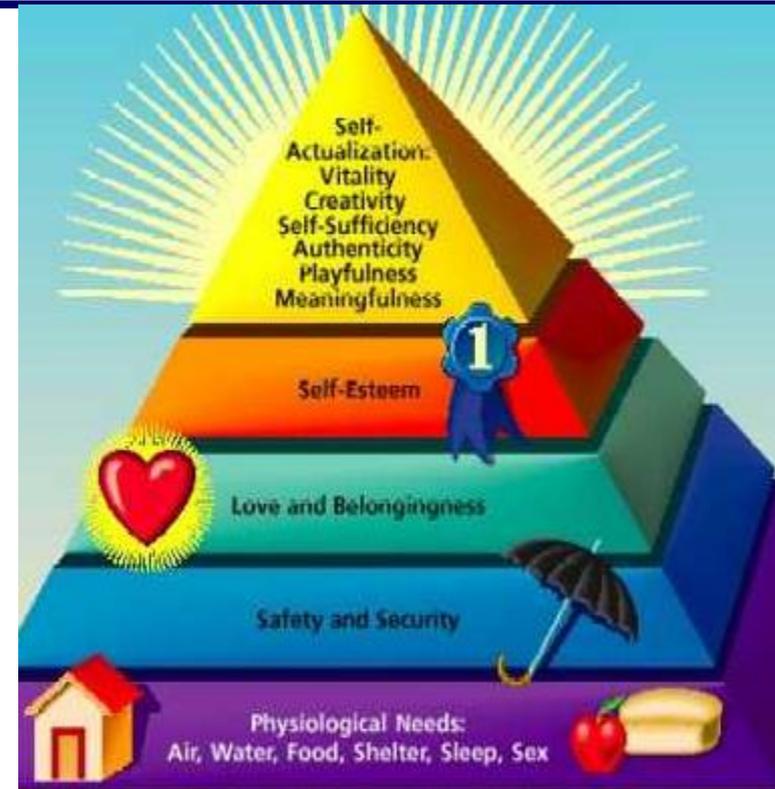


- “I have yet to find a man or woman, however exalted his station, who did not do better work and put forth greater effort under a spirit of approval than under a spirit of criticism.”  
*Charles Schwab, Founder, Charles Schwab & Co.*

- “People often say that motivational feedback doesn't last. Well, neither does bathing - that's why we recommend it daily.”  
*Zig Ziglar, Author, Founder Ziglar Corp. Training*

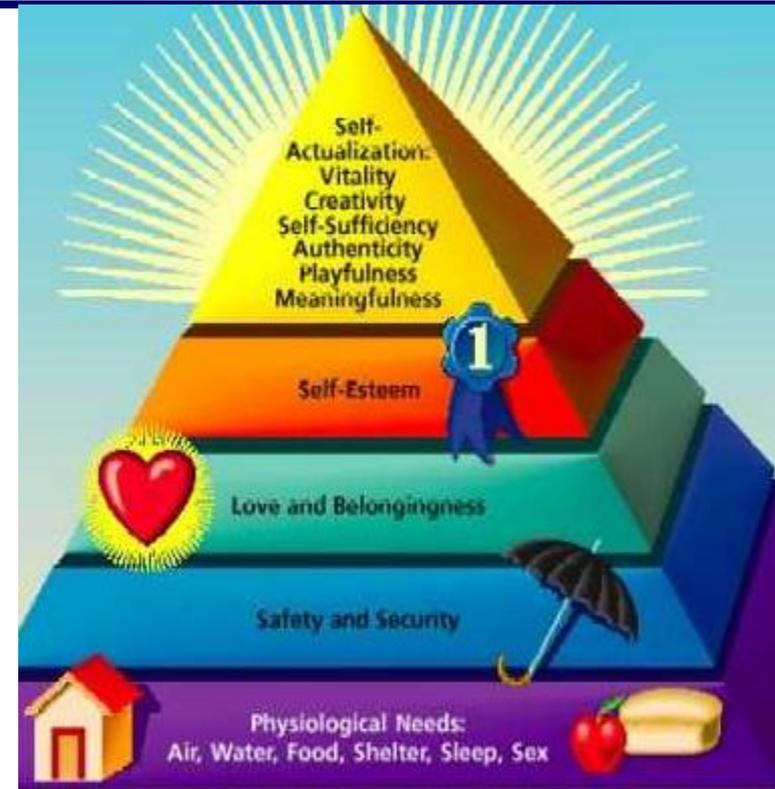
# Appreciative Feedback

- Is very effective at changing performance
- Be specific, don't overload (keep it short & simple)
- Everyone needs it
- **Avoid mixed messages**
- 4 to 1
- Give it **frequently & consistently**



# Constructive Feedback

- It helps pinpoint performance.
- Be specific & don't get personal. Just the facts!
- Since nobody's perfect, we all need it.
- **Avoid mixed messages**
- Think of the root word of Constructive



# Builders

We are all blind until we see  
That in the human plan  
Nothing is worth the building  
That does not build the man!  
So why build our cities glorious  
If man unbuilted goes  
In vain we build the world  
Unless the builder also grows!

**Anonymous**



# Consequence is King!!



- **Consequences determine our behaviors**
- **In Traditional and BBS processes – consequences really determine our behaviors, habits and decisions while at work (& off the job)**
- **In BBS process – the focus consequence is the feedback provided**
  - **Individual feedback (Recognition or Accountability)**
  - **Group feedback (Recognition or Accountability)**

# Behavior & Consequence



# Activity – Penny Pitch Exercise



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